



County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

July 9, 2009

To: All Department Heads
From: 
William T Fujioka
Chief Executive Officer

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

NOTES FROM JUNE 11, 2009 EXECUTIVE STRATEGIC PLANNING CONFERENCE AND NEXT STEPS

Attached are the notes from discussion at the County of Los Angeles Executive Strategic Planning Conference (Conference) held on June 11, 2009, including both general session discussion, as well as the more cluster-specific breakout sessions. As you will recall, a major focus at the Conference was employing the Strategic Plan and the collaborative strategic planning process as vehicles to help guide the County through very challenging fiscal circumstances and to best ensure preservation of our highest priority, critical services.

Over the coming weeks, your respective Deputy Chief Executive Officers (DCEOs) will be working with you and Board offices to develop both short- and long-range proposed strategies and objectives, including consideration of the Conference input.

- Short-range strategies/objectives for 2009-10 (those with an approximately one-year horizon) should be drafted by this September for subsequent discussion at a countywide Strategic Plan status meeting to be scheduled in October 2009.
- Proposed long-range strategies/objectives (those with a horizon of two or more years for 2010-11 and beyond) are targeted for completion this November.
- All new proposed long-range strategies/objectives will be addressed at the December 3, 2009 Executive Strategic Planning Conference.

In view of our formidable challenges and demands on our time, we should limit new strategies/objectives to only the highest, most critical priorities. As you know, any new or amended goals or strategies require approval by the Board of Supervisors.

"To Enrich Lives Through Effective And Caring Service"

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All Department Heads

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We urge you to lend your valuable insight and perspectives in these discussions towards updating the County's Strategic Plan, and ensuring the Plan and planning process continue to provide the forum for collaboratively addressing our most pressing issues. Please let me know if you have any questions, or your staff may contact Martin Zimmerman at 213.974.1326 or mzimmerman@ceo.lacounty.gov.

WTF:ES

MKZ:pg

Attachment

c: Each Supervisor

STRATEGIC PLANNING CONFERENCE

JUNE 11, 2009

GENERAL SESSION NOTES

Critical Issues:

- Minimize harm to most vulnerable populations
 - Protecting the safety net
 - County's responsibility to preserve safety net
- Eliminating redundancies within services (e.g. GIS)
 - Leveraging systems
- Responding to changes and impacts from prison population
- Multiple planning tracks
 - Longer horizon planning
 - What is longer-term vision?
 - Immediate
 - Think about ideal organization = high priority functions
- Strategically decide how to shift with crisis
 - Crisis plan
- Financial health risk of funding partners
- What is increased demand for "free" community services?
- Multi-year programming and budgeting
 - Look at programs first
 - Link with multi-year commitments
 - What are highest priority programs?
- Reflect State and Federal mandates
 - Minimum services reflected
- Strategies to promote healthy lifestyles
 - Long-range planning
- Recognize investment of employees
 - Reduce health care costs
 - Employee health wellness programs
- Promoting overall healthy lifestyles
 - Shifting population - middle age & senior
- Succession planning - investing in future workforce development
 - Countywide issue

- Balancing services for all County residents vs. "target" populations
 - Increasing caseloads?
- Identifying what services public values
 - Being responsive to public priorities
 - Focus on community priorities
- Deferred maintenance needs
 - Pay attention to these demands
- Ensure priorities aligned with **CORE VALUES** -> drive programmatic choices
- Re-look at service delivery models
 - Regionalization
- **Outsourcing strategies**
- **Business & operational strategies**
 - Getting creative about cost & revenue (advertising, partners)
 - **Private partnership** -> **innovations**
 - Setting targets
- **Technology** (e.g. contracting)
- Mandated programs
 - Funded (Feds)
 - Legal mandates (foster care, justice)
 - Minimum system requirements (e.g., indigent care) - needs to be coordinated
- Expedite creative efficiencies (e.g., hoteling) - how to push forward
- Leveraging private section
 - Opportunities for privatization
 - Performance contracting (incentives)
 - **Central services** -> outsource and downsize
- Reconstituting IOG as operational tool -> move to strategic plan

Operations Cluster Notes

Strategy 1:

No change needed.

Strategy 2:

- How do we begin to capture baseline data for this strategy?
- Change the term “benchmarking” to “performance measures.”

New Efficiencies:

- How do we expedite new efficiencies, such as re-orgs, re-alignments, downsizing, and consolidating?
- Add a strategy to Organizational Effectiveness on eliminating bureaucracy when expediting the new efficiencies.
- Regionalize services and find ways for customers to pay for services easily over the Internet; also expedite this process.
- Develop a focus group that will:
 - Look at feasibility of implementing new efficiencies.
 - Expedite the implementation of new efficiencies.
 - Identify redundancies.
 - Work with Unions.
 - Long-term and **short-term planning – create a “stop doing list” for extraneous paperwork, surveys, and reports that need to be eliminated.**
 - Track and report new efficiencies and look at resulting budget impacts, i.e., energy conservation.
 - Identify best vehicle to report on the outcomes from the new efficiencies. CPR? Budget?
 - Ensure that smaller departments also receive recognition for their contribution in creating/implementing new efficiencies.
- **IOG** to review efficiencies? *If so, group would need to be comprised of people in command of resources that can make commitments/decisions. IOG must be “cost neutral” and each department could contribute financially to its continued functioning.*

Service/Program Reductions:

- If cuts are necessary, priorities need to be identified.
- It will be important to focus on cutting a few things versus small bits from a greater number of things. It is best to focus on a few things and do them well than to take from a lot of things and limp along.
- The Board’s priorities must be factored in when prioritizing/cutting services and programs. The Board’s input must be included before decisions are made to ensure their buy-in.

- Develop common indicators countywide when making cost-cutting decisions.
- Help Community and Municipal Services Cluster with savings by working with cities to combine services in an effort to get better prices.
- Core services maintenance – if State stops match, how do we identify our priorities for programs/services that we must fund?
- *Question: Multi-year programming and budgeting? Forecasting for those efforts happened but stopped as a result of State law limitations...*

Succession Planning:

- DHR to take the lead.
- Develop specific and concrete steps for succession planning implementation.
- Look at ways to create incentives for early identification of retirees so that succession planning can begin well in advance of retirement.
- Begin skill set development/training of employees prior to retirement of top tier management.
- Offer best-practice steps to departments countywide and follow-up with departments to ensure that planning is being implemented, i.e., red/yellow/green color system to track when retirees will be leaving.
- Forecast changes in the community environment, technology, etc., and update the skill set for the next generation.
- Shift the workforce around for cross-training. Ensure that system is “organized” and that jobs are assessed for, and allowances are built-in for, the learning curve and other relevant factors included in each newly filled position.
- Bring employees in from the “outside” that will offer fresh ideas to the work environment but offer classes on County operations and how things work in the public sector.

Items that Operations Must Keep an Eye On:

- Deferred maintenance – especially those that will save money.
- Cost-effective services to the public – shared services; HR, Building and Collections, ISD.
- Incorporating County Values in our new operating model.

Children, Families, and Older Adults Well-Being & Health and Mental Health Clusters Notes

- Do we have an estimate of the budget reductions? If so, what is our plan to deal with it? What can we do collectively as departments to make it easier to manage?
- How much do we focus on core values and State and Federal mandates to which we must adhere?
- Two major components to the problem of Health Services: funding and caseload. With this, we are looking at decreased revenue with an increased burden.
- How do we define the group that we service? Are we effectively providing these services or will we provide these services to a fewer number of people?
- Lots of wild cards with Health Care reform.
- Balance mandates with revenue/resources.
- We must come to the realization that no major decisions should be made in a crisis situation unless we think about the “big picture” and the long-term effect
- We should consider “mandate relief” – use this opportunity to eliminate the programs that will not affect our clients; make possible changes and come to the realization that one (funding issue) over the other (client needs) cannot necessarily be determined.
- Think about what people (clients) really need; client must share responsibility for their participation in the process of applying for assistance.
- We must involve the people affected by our decisions.
- How do we determine priorities: values/principles/priorities?
- Mandates always go back to resources to carry out those mandates.
- We must look at the value of our performances, focus on things that give the best return on our investment; look at what is cost effective, what is not.
- We should organize work to maximize volunteerism in order to help each other; Board offices, department executives need to support in these efforts.
- Three possible changing roles of government: catalyst/convener/organizer.
- Support self-help in communities (e.g., community watch, help in getting jobs).
- Ration services: implicit vs. explicit rationing.
- What are the recommendations for reducing funds?
- Need principles to decide taking cuts from which services.

- Population served will be adversely affected as a result of funding cuts.
- Rationing of public policy issues lends itself to a sense of community responsibility and having resources “brought to the table;” we need “rational” rationing, though. Where’s the evidence of it being rational? Must do a cost/benefit analysis, need balance, cost per quality.
- Are our strategies global or more specific? Do we add to our strategies, take away or modify in any way?
- How can we help each other to share the responsibility and be part of the solution? There should be an incentive and support to share.
- Need legislative reform (from Federal and State programs) and decide what changes are needed.
- Be thoughtful and mindful of the result after what happens in the community, and do it strategically; look at how cutbacks will have impact.
- Disenfranchised group will certainly be strongly affected...

Community and Municipal Services Cluster Notes

Current Economic Crisis

- Impact on County.
- Change strategic direction.
- How to respond.
- How to leverage Funding.

Consolidate/Streamline/Eliminate/ Minimize Mandates

Emergency Mode

- Makes thinking strategically difficult and challenging.
- We should have a strategic plan for difficult economic times like an emergency operations plan.
- Should include methods of protecting core mission programs by freezing or eliminating non-core mission programs.

Regular Business is Still a Priority

- “In-sourcing” as a strategy to save and preserve County jobs.
- Get into survival mode, all hands on deck.
- Reduce contracts and perform more tasks in-house.

Crisis Causes

- Employee Relations issues.
- Reduces services while demand increases.
- Creates a need for public awareness.
- Difficult Board decisions.
- Certain goals will be impossible to meet.
- Stimulus funding causes additional difficulties and requirements.
 - Departments are cutting services while hiring new employees.

Public Awareness Program Needed

- County should be unified in our message to the public.
- Message should department specific.
- Coordinated.

Strategic Plan

- Needs to be more flexible now.
- Are the goals as relevant now?
- How do we modify or change Goal #3.
- Our actions must reflect here and now.
- We need to protect and preserve as much as possible.
- Should certain objectives be accelerated to realize cost-savings.
- Is Goal #3 considered a priority in general in comparison to safety net services?
 - What importance?
 - What are the expectations?

Services

- Service levels increase in tough economic times but funding decreases.

Budget Deliberations

- For some departments there is little or no discussion of strategic planning.
- How do we realign?
- State funding is a moving target.
- Board needs to set priorities.
- Does budget staff consider the Strategic Plan?

MAPP Goals Should Reflect the Crisis

- Address practical problems.
- Certain goals no longer make sense.

Board Priorities

- How does the Strategic Plan align itself with Board priorities?
 - Does it?
- Board is looking for solutions and options from us.
- Consider a “Survival Conference” with the Board on how we survive as a County Family.

Public Safety Cluster Notes

Priorities for Next Strategic Plan:

Validate and Affirm Core Programs

- Assess core mission services vs. public good services (short-, mid-, long-term).
- Revisit mandates in partnerships with courts and other justice agencies
- May need to look at cutting non-mandated programs.
- Need to look at consequences of layoffs; departments won't be able to hire back the qualified staff that was laid off.
- What are core accreditation requirements?
- What are minimum expectations?

System-Wide Planning

- Capture countywide criminal justice efficiency efforts and incorporate into strategic plan strategies and objectives
- Jail overcrowding - Reducing overcrowding is an indirect outcome of broader issues in how we deal with criminal justice.
- Estimate and measure long-term targets.
- Leverage and capitalize on efficiencies.

Mental Health and Substance Abuse Issues for Minors

- Evaluate strategies to improving health outcomes
- Provide holistic services.
- "Virtual" juvenile hall – home-based services (DA, PD, law enforcement). Need to look at achieving desired outcomes of juvenile system without incarceration (cost too much and not very effective).

Goal Statement Amendment

- Add the following language in the Goal statement: "in a cost-effective manner."

Recidivism Should Be a Public Safety Measure.

- Current Goal does not directly address outcomes of rehabilitation.

Include Partners in Strategic Planning

- The courts are a big player in criminal justice and they are not at the table.
- County is only one component of a larger public safety community. Need to include other agencies throughout County of LA.
- Need strategy that addresses collaboration with our public safety partners to identify shared goals. If public safety community doesn't identify and agree on shared goals, nothing is going to get accomplished.
- Leverage work of CCJCC to accomplish the aforementioned.
- Build on leadership commitments driven by CEO (by key partners, such as DA, PD, APD, Sheriff, other police agencies).

Objectives Need to Be More Concise

- Objectives may change once Strategies are defined.
- Objectives need to be realistic of the fiscal environment while being responsible to the public safety environment.

Funding Strategy for Strategy 4: Communications Interoperability

- This is a priority.
- Funding may not be available at this time but need to keep it active in the Plan so that it will not be forgotten.
- Revisit target timelines.
- Set milestones.